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ABSTRACT

Tips are provided for planning a year-round program to improve public relations (PR) and organizational communication. Beginning with a list of 12 essential factors for PR, the calendar presents a variety of PR ideas for each month of the year. At the beginning and end of the calendar, guidelines are offered for: (1) creating an effective staff newsletter; (2) identifying and building relationships with key communicators in the community; (3) assessing community attitudes towards education; (4) preparing speeches; and (5) improving writing skills. (DC)

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The 1983

Communication/Planning Guide and Calendar

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The 1983

Communication/Planning Guide and Calendar

This calendar and planning guide has been prepared to help you develop and maintain a top year-round communications program for your organization. Officials in a school district, regardless of size, seeking to have an excellent school-communication program should consider these essential factors of top PR:

1. Written board policy on the public's right to know and authorization for staff and financing for a communications program.
2. A planned, two-way communication program at the district level and at each school and administrative unit.
3. Part- or full-time staff members assigned to implement provisions of the communication program.

4. Means whereby each staff member is able to identify personal communication opportunities and responsibilities to support the district's efforts.
5. Opportunities for community involvement in the schools' educational programs.
6. Opportunities for feedback by the citizenry so school officials know what people think about local schools.
7. Programs of recognition and praise by the board and administrators so that the achievements of students, staff and the citizenry are noted.
8. Awareness of key communicators on all levels of the community so that school information can be provided to them and they can be contacted in times of crises or problems to convey correct information to their friends and neighbors.
9. A strong internal communications

program so that all employees know what's going on across the district and can have an appreciation of district goals and objectives.

10. A continual program of local news media contacts with news releases, background reports and special features (columns, interviews, etc.) to keep the citizenry informed about school operations.
11. A specialized program of communication with senior and retired citizens based on their needs and interests.
12. Periodic evaluation of the system's communication and school-community relations programs and revisions as needed.

This calendar contains suggestions for communication activities and processes appropriate for each month.



How to make your staff newsletter well-read

The key elements of an effective newsletter for the staff are an *emphasis on people* and their achievements, and *timeliness*, getting information to people when they want it

and need it. Here are nine tips for contents in your staff newsletter:

1. Publish it often, every other week is best. Time editions so one comes out the day after a board meeting—include an overview of board actions in this one.
2. Keep the newsletter to one sheet printed both sides—either 8½" by 11" or 8½" by 14." Regular typewriter can be used in a two-column format (better than one-column for easier reading). Underline heads and names.
3. Use lots of short items about people and their achievements such as earning advanced degrees, starting a new program, writing an article in a professional journal, being elected to a community or association post, changes in job status, employment of new employees, reports of committees, etc.
4. Run a regular two-three paragraph section on benefits to employees. Explain items such as workman's comp, the insurance program, leave policies. Even long-term employees don't know the extent and nature of many benefits.
5. Run a regular question-answer column with two to three items per issue.

6. Consider including personal items if the district is fairly small—under 500 employees. Include notices of items for sale, rent, wanted, etc.
7. Be sure to include plenty of references to supporting staff members as well as the certified staff.
8. Send out an occasional "what's up?" request memo to departmental chairmen, administrators, representatives of employee groups and others to stimulate them to submit items for the newsletter.
9. Evaluate the newsletter yearly. Send an evaluation form to a sampling of the staff. Make the newsletter an agenda item at an administrative leadership meeting. Seek out comments and act on them to keep the newsletter interesting.

A variety of clip art just for educational use is available from the Educational Communication Center. Write to the Educational Communication Center for volumes now available and the latest price list.

January 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1 NEW YEAR'S DAY
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
30 ²³	31 ²⁴	25	26	27	28	29

This Month's PR Ideas

- Consider forming task forces or citizens committees on sensitive or pressing issues.
- Consider developing a brochure and a slide presentation of school finance, including how the local budget is formulated and an explanation of various taxes along with an understandable review of the state subsidy system.
- Review how the board and administration are communicating with local state legislators. Make plans now to invite legislators to board meetings or an informal dinner meeting during the next six months.
- Prepare a special "state of the schools" report outlining future plans and progress of the school year. Solicit news coverage.
- Do a review of this year's goals for the communication program and resolve to improve performance where needed. Look ahead to accomplishing groundwork for new programs in the next six months.
- Make a list of community VIPs (civic and religious leaders, PTA officers, governmental officials and other important people). Send these people information on a regular basis.
- Start work on writing a *Yellow Pages of Community Educational Resources*. Form a working committee to gather suggestions for people, places and events to be included in the reference guide for teachers, counselors and principals.
- Initiate an annual awards contest for school publications—staff newsletters, PTA reports, high school newsletters, etc. Tie the awards program to a half-day production workshop.
- Meet with school bus drivers, and review their concerns about discipline of children in their vehicles. Perhaps a short dos and don'ts flyer could be prepared to circulate to students and parents periodically.



February 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12 LINCOLN'S BIRTHDAY
13	14 VALENTINE'S DAY	15	16 ASH WEDNESDAY	17	18	19
20	21 WASHINGTON'S BIRTHDAY OBSERVED	22 WASHINGTON'S BIRTHDAY	23	24	25	26
27	28					

This Month's PR Ideas

- Plan for the communication program regarding the interpretation of pupil test scores and their implication for future action by the system and community.
- Review news media-district interaction in recent months. Urge superintendent and board chairman to have lunch with editors and reporters frequently to discuss mutual concerns.
- To stimulate student interest in adult achievement, have individual classes pick an alumnus of the school who has been successful and do a report on "why we honor . . ."
- When the physical fitness of students is measured, send a copy of test scores to parents for their information.
- Make plans now for parent orientation brochures and programs for spring kindergarten registration.
- Principals should plan to develop their own school's *Mini-yellow Pages of Local Resources*. Focus on talents of retired people, local businesses open for tours, representatives of industry or government who live in their area and could lecture to classes, etc.
- Consider doing a community opinion-fact awareness poll using volunteers to learn what residents think and know about the curriculum, building needs, costs of education, staff qualifications, etc.



March 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
			ST. PATRICK'S DAY			
20	21	22	23	24	25	26
27	28	29	30	31		
		PASSOVER				

PR Ideas to Consider This Month

- Conduct a training program for teachers and students on making 35 mm slide shows and super 8mm movies for classroom and community (and cable television) use.
- Plan to convert the proposed budget proposal from a financial to a people-program document for easier understanding by the public. Develop a procedure to review and explain the budget in various sections of the community. Review various target audiences.
- Develop a plan to orient visitors—educators from other districts and states, architects, foreign teachers, student groups, etc., who may visit you during next year.
- Do a fact sheet on adult evening school and send to the local media to stimulate a feature story.
- Review school board policy regarding communication, public relations and school-community relations. Suggest revisions and new policies where needed.
- Plan to take photographs which will be needed for slides and brochures and have them developed during the summer months.
- Plan building meetings on techniques to get the community into the schools during the spring months. Examples are visitations, open house, exhibits, coffee klatches, etc.
- Consider establishing an advisory group of employees to review the school-community relations program.

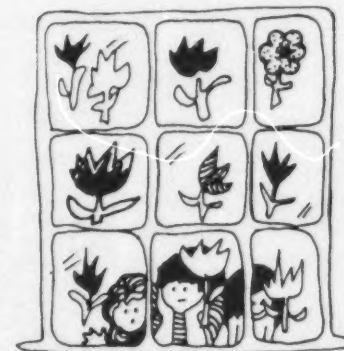


April 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1 GOOD FRIDAY	2
3 EASTER	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

PR Ideas to Consider This Month

- Consider a feature story about students in work-study or career based programs. Look ahead to profile of graduating class—those being employed, those in National Honor Society, those going to college, etc.
- Consider means whereby school officials or the staff can give public recognition to lay citizens and organizations who have made outstanding contributions to education.
- In secondary classes without full student enrollment, consider opening these for adults, on a no-tuition basis, who may be interested.
- Touch base with representatives of state agencies to learn about publications contests, training programs, the availability of resource speakers and other information that may be helpful to those responsible for the local communication program.
- Review the field trip schedule for communication implications. Consider photos for the annual report, newspaper or television features and slide-tape shows.
- Meet with local realtors and alert them to new developments in the school system. Give them a one-page fact sheet about the system which they can share with prospective home buyers.
- Set a personal goal to write three letters of praise or commendation to staff members, students or people in the community each week.

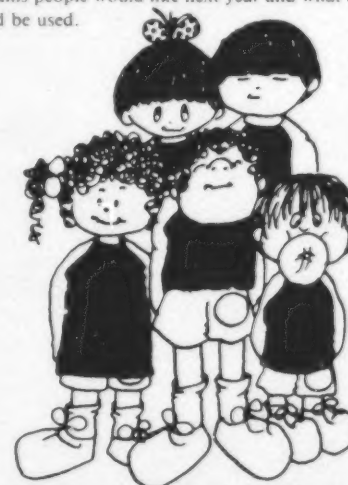


May 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
MOTHER'S DAY						
15	16	17	18	19	20	21
					ARMED FORCES DAY	
22	23	24	25	26	27	28
29	30	31				
MEMORIAL DAY						

PR Ideas to Consider This Month

- Prepare informational reports now about the opportunities and activities of the district during the summer months—make-up classes, enrichment courses, recreational activities, evaluation and planning meetings, tours, etc.
- Plan a recognitions' luncheon for those employees—teachers, administrators, supporting service staff—planning to retire in June. Take photos of each for use in community newspapers. Issue a news release with a mention of each person and years served.
- Write short informational leaflets on special interest areas—kindergarten starting age and curriculum, programs for handicapped children, advanced placement for high school students, work-study programs, vocational education opportunities, etc.
- Publish a one-page overview of board of education action after each meeting and distribute copies to all staff members the next day.
- Add the names of substitute teachers to the mailing list of the staff and school newsletters.
- Hold a "How we can improve our school" contest each year. Publicize the most interesting ideas and award prizes for the best ones.
- Set up a special section in the school's library for thesis and graduate papers done by staff members working for advanced degrees.
- Review the ways the speakers' bureau was used this year—number and type of requests, reaction of audiences, what programs people would like next year and what audiovisuals should be used.



June 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14 FLAG DAY	15	16	17	18
19 FATHER'S DAY	20	21	22	23	24	25
26	27	28	29	30		

PR Ideas to Consider This Month

- Send background reminders to the local media regarding dates when schools are out, graduation exercises are held, summer school starts, etc.
- Update mailing lists, especially those with recently elected officers of organizations.
- Spotlight summer school activities and possible feature stories. Emphasize all the activities that still continue during the summer—for example, maintenance, special classes, learn-to-swim programs, sports, etc.
- Make arrangements with the city clerk to alert you to all new residents who have children. Drop them a welcoming letter signed by the superintendent or principal.
- Evaluate the overall effectiveness of this year's communication program. What were its strengths and weaknesses and how can you improve next year?
- Spend some time at a staff meeting discussing how the school maintains positive contact with senior citizens and what could be done to enhance relations with them.
- Use a central hallway bulletin board to display photos, news, awards and other positive materials related to students and the staff.

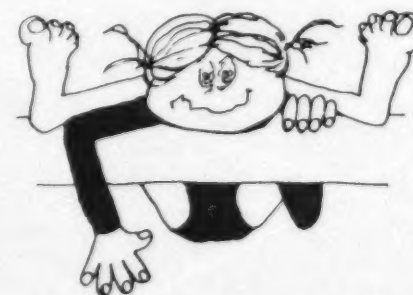


July 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
					CANADA DAY	
3	4	5	6	7	8	9
INDEPENDENCE DAY						
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

PR Ideas to Consider This Month

- Complete your evaluation of the communication program during the past year. Tie plans for next year's to the district's major priorities and goals.
- Start work on orientation brochures for staff and citizens. The publications should include the calendar and dates of concern; names, addresses and phone numbers and information of special interest to the public and the staff.
- Check the pre-school, in-service schedule for August. Build in communication training opportunities—ways to improve relations with parents, better teamwork with the staff, making the best use of community resources, etc.—for teachers and the administrative staff.
- Consider a school board-administration retreat where review, planning and background information are discussed. Build in communication activities and strategy.
- Examine contingency plans for school opening in the event of crisis, including news media contacts and community resources.
- Consider for the coming year "family meetings" in each building where custodians, secretaries, teachers, bus drivers, paraprofessionals and others examine "what" and "how" they communicate. Administrators will need to be briefed on effective procedures for such meetings.
- Identify key communicators—those people most trusted in the neighborhood or area—and plan to provide them information about school programs and issues on a regular basis.



August 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

PR Ideas to Consider This Month

- Prepare a two-page brochure on the school board, its membership, how the board operates, and how one can appear before it.
- Select interesting programs to write about for publication in state educational publications.
- Meet with all school secretaries for a half-day in-service program. Ask them what questions parents and others most often raise.
- Consider special invitations to senior citizens for special programs prior to holiday vacations. A special dinner or lunch for the Gold Card Club may be in order.
- Work with nonteaching personnel on ways of informing the public on the function of special and supportive services.
- Prepare a news release following school board reorganization and election of board officers. Be prepared to update board brochure.
- Review the elementary and secondary curriculum concerning the history, programs and problems related to the public school system—especially in states in which residents can vote on school millage and bond issues.
- Do a fact sheet on students enrolled in advanced college placement courses and those enrolled at the vo-tech school. Send to the media to stimulate feature stories.



September 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
	LABOR DAY			ROSH HASHANAH		
11	12	13	14	15	16	17
						YOM KIPPUR
18	19	20	21	22	23	24
25	26	27	28	29	30	

PR Ideas to Consider This Month*

- Complete work on a slide presentation about a new program of wide interest. Familiarize administrators with the presentations so they can use them effectively as they appear before community groups.
- Coordinate efforts with staff and community groups for observance of American Education Week.
- Meet with curriculum directors to consider individual brochures outlining such school district programs as reading, special education, career education, etc., for distribution to businesses, medical offices, banks and other community groups.
- Publish the district's new speakers' bureau listing and send it to club and association program directors.
- Issue to senior citizens and their spouses free admission "Golden Age" cards which will allow them to attend all special events—plays, athletic events, etc., without cost.
- Review communication plans for school closings and other emergency situations with staff and administration. Consider inviting news media to a luncheon to review such procedures.
- Consider holding an alumni celebration in connection with an open house if the school is to have a major anniversary this school year.

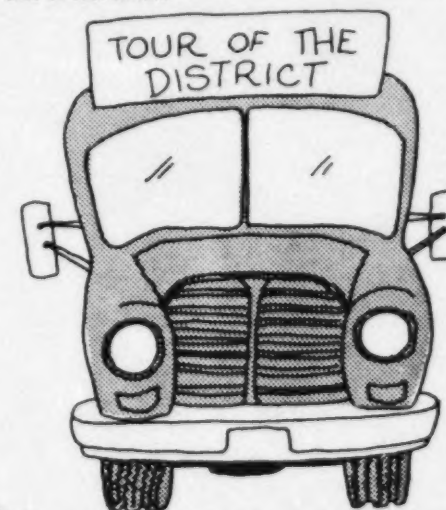


October 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10 COLUMBUS DAY OBSERVED	11	12 COLUMBUS DAY	13	14	15
16	17	18	19	20	21	22
30 ²³	31 ²⁴ HALLOWEEN	25	26	27	28	29

PR Ideas to Consider This Month

- Invite news media to a luncheon to brief them on all programs and activities relating to American Education Week. Also use this time to update other current districtwide concerns.
- Develop a monthly "school report card" with certain sections delegated to the staff and students. Compile information (and indicate improvements as appropriate) about percentage of student and faculty attendance, numbers of commendation and deficiency reports issued, playground behavior, classroom courtesy, resource speakers in classrooms, etc.
- Once a year, sponsor a day of mini-courses staffed with lay people who have expertise in subjects such as publishing, television, gardening, astrology, newspaper production, etc.
- Do a brochure on the vo-tech program, its benefits and operation for prospective students in lower grades.
- Plan informal school coffees (or lunches) with small groups of parents and citizens to exchange ideas, get to know people better and strengthen school-community relations.
- Check with program chairpeople of PTA and community groups and offer school-related programs for their meetings.
- Start a weekly question-answer column in you local newspaper. Use questions of general interest with bylined answers by different staff members to give them visibility.
- Write guidelines for board members and staff to help them make reports after they have attended an education conference or convention.



November 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8 ELECTION DAY	9	10	11 VETERANS DAY	12
13	14	15	16	17	18	19
20	21	22	23	24 THANKSGIVING DAY	25	26
27	28	29	30			

PR Ideas to Consider This Month

- In cooperation with appropriate staff members, write status reports of new programs for the school board. Help staff members prepare to give a verbal report at a public board meeting, with backup materials provided for the news media.
- Plan awards programs, community or regionwide, for achievement of students in nonathletic areas.
- Collect good examples of student art—paintings, sculpture, drawings—on all grade levels for display in windows of local businesses. Include a photo of the student artist by each work.
- Plan orientation program for new board members who may take office after elections.
- Review operating procedures of the board with consideration for new or expanded ways of communicating with the public.
- Use the announcement board on the school lawn to display occasional "good news" announcements such as the number of students receiving college scholarships, numbers of teachers with advanced degrees, etc.



December 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1 HANUUKAH	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25 CHRISTMAS DAY	26	27	28	29	30	31

PR Ideas to Consider This Month

- Prepare a back-to-school information background release for local media use.
- Update news media list by name, address, phone number and working hours so you know who to contact when needed.
- Stimulate teachers to be sure to contact—via letter or phone—each of their students' parents to make a positive comment and initiate a good relationship.
- Issue a news release about the new staff members (include supporting service personnel), buildings where they are to be located and what their duties will be.
- Prepare, or update, school board brochure including board member profiles, school district statistics, meeting dates, times, etc., for distribution at the public meetings.
- Complete communication plans for informing community and parents about bus schedules; consider a news article on school bus safety; review or update brochure covering school bus regulations and student discipline.
- Initiate (or continue) a weekly one-page (one or two sides) newsletter to all employees. Include short items on awards and achievements of staff members, upcoming meetings, news items, employee benefits, etc. Also examine other ways to communicate with the staff during the year.





Build relations with your key communicators

Some people in your community are like officials in the brokerage firm ad on television—when they speak, others listen.

These people are key communicators, a term made well known by Don Bagin, professor of communications at Glassboro State College, N.J. Key communicators are important because:

- They influence others with whom they come in contact.
- They know what's really going on in certain areas or fields.
- They are in a good position to know of rumors along the grapevine and, because of what others think of them, can help squelch false information from traveling further.

Key communicators should not be confused with "officials"—those who are presidents or executives in organizations. These people are certainly important and cannot be ignored, but their personal influence may be low compared to people who have earned respect because of their charisma information or financial influence.

Key communicators may be

- A gregarious barber or bartender in the town's favorite hangout.
- A secretary who is related by marriage to 20 local families and who bowls in three leagues each week.
- The matriarch or patriarch in an ethnic community.
- The loan officer of the area's biggest bank.
- Members of a bridge club that meets weekly.

Key communicators can be best identified through personal conversation—for example, all administrators in your organization could take a few weeks to ask their friends and neighbors who they have the most respect for generally and in specific fields in the community. Those names you'll collect that appear more than once are likely to be your area's key communicators. In a medium size school district with 2,500 to 5,000 students, your list of key communicators (and community bigshots) would probably contain 100-150 names. (KCs can be identified on a school system basis or on an individual school basis.)

Once KCs are identified here's how a school administrator can proceed:

- Publish a series of background reports, one every four to six weeks on a specific topic such as *will we have to close any schools soon?*, *prospects for increased state aid*, *is discipline really a problem at the high school?* *pending revisions in the curriculum*. Keep the reports brief—two to three pages each—and send to the KCs.
- Send them advance copies of board agendas.
- Send them blank *I'd like to know . . .* cards (postage paid) to use when they have a question about a school issue.
- Ask them to complete a one-page questionnaire every six months or so regarding how well the system is doing. Enclose a postage-paid envelope.
- Find a way to meet or talk personally with each KC frequently. Some will attend a meeting or coffee; others don't like to attend meetings so you'll have to go to them.

The two objectives you should have is to make the KCs an informal group, and to establish the kind of personal relationship so that a KC will contact you if that person knows of a problem which should be given your attention.



Learn citizen attitudes through a survey

Where do people get most of their information about education. Research indicates that parents with kids in school get their information mainly from them, while non-parents pick up most of their information from the news media.

In both cases, an educator cannot assume that that information is correct or complete and it's quite possible that many people possess incorrect or insufficient information to make intelligent decisions about the quality of education.

The only way to be sure of what people know and believe is to do a survey. Donald Gallagher of Glassboro, N.J. State College has these suggestions for those wishing to do a valid survey:

- Probably the best method in most situations of surveying is via telephone or personal interviews. The least effective means (related to validity) is the mailed survey form.
- Involving all the citizenry in a survey is not necessary for a valid survey (although you may wish to send a questionnaire to all to create awareness). A random sample of 400 or so of the total audience can produce results with high validity.
- A questionnaire should contain as few questions as possible—no more than 15 to 20. All questions must be pretested to eliminate ambiguity, leading questions and jargon.
- Many school systems use a well-trained cadre of volunteers to conduct surveys. (The volunteers soon become quite knowledgeable about and supportive of schools.)
- Times not to conduct a survey are around holidays, April 15 (if the survey is concerned with the budget) and during a school crisis or controversy.
- Tell people of survey results—all of them—or they will not cooperate the next time you want to survey.

Need more information about school PR?

Publications, tapes, workshop materials and consultants for every educational communication need are available from two sources. Write or call for assistance.

The Educational Communication Center, Box 657, Camp Hill, PA 17011 (717) 761-6620.

The National School Public Relations Association, 1801 N. Moore St., Arlington, VA 22209. (703) 528-5840.



Got a speech to give before Rotary or the Professional and Business Womens Association? Here's how to prepare:

1. Determine what the audience may or may not know or think about your sphere of operation. Are they *pro*, *con* or *don't care*? Your approach must vary accordingly.
2. What can you say to them that will make a difference to them? You must speak to them from their point of view, not your own. Plan to give them something they'll value.
3. Organize your material carefully with main points 1, 2, 3, etc. Use an example to illustrate all abstract points and generalities.
4. Write out your opening and your close in full. That's to make sure you start and close strong.
5. Put notes on 5" by 7" cards for the body of your speech. Do not read a written speech. Audiences resent this.
6. Write your own introduction. The MC may not know much about your background and present position, and will appreciate having this to either read as is or to build into a personalized intro. Do not use your resume; your intro materials should

cover the scope of your present job or position, a little of your past background (especially those aspects that could relate to the interests of the audience) and why you are qualified to speak on that subject.

7. Use a snappy title for your speech—not "A report on achievement scores" but "We're winning the numbers game at Central High."
8. Be sure to learn the time limits for your presentation. Be prepared to cut your 20-minute speech when the earlier program runs long. If adjournment is set for 1 p.m., you'd better be done by then regardless of how much time you were promised by the program committee.
9. If you're going to use audio-visuals, get there early—before the crowd assembles—to check them out fully. Don't take anyone else's word for it—you're the one the audience will blame if the slide projector won't work.
10. After your introduction, begin with a smile—project confidence and a positive attitude and you'll gain audience acceptance faster. *Never* apologize for a hoarse throat or not enough time to prepare—do the best with what you've got as the results, not causes, are all that count with the audience.

How to improve your writing overnight

A sizeable amount of an administrator's time is spent with the written word, either as reading or writing. To improve how well you write—whether a letter, news release, article or memo—consider these 10 tips (many suggested by Don Hymes of Montgomery (Md.) Public Schools) to help you get your message across clearly to others:

1. Avoid starting any sentence with *It* or *There*. This will help you avoid the passive voice and get right to the subject of a sentence.
2. Watch your use of words with three or more syllables. Substitute one or two syllable words when you can: *About* for *approximately*, *total* for *aggregate*, *guess* for *conjecture*, *pay* for *compensation*.

3. Never use two or more words when one will do: *Soon* instead of *in the near future*, *because* instead of *due to the fact that*.
4. Vary sentence length—some short, others a bit longer for overall variety.
5. Beware of any sentence with 20 or more words. Avoid compound sentences, and keep the subject close to the verb.
6. Don't tell people more than they need to know. Try to keep what you write as short or brief as possible. People can call you if they want more information.
7. Double check for grammar and spelling. Keep a dictionary and stylebook handy when writing and use them.
8. Read aloud what you have written. You'll catch minor errors this way and also get a feel of the rhythm of your text.
9. Plan to revise everything you write. Don't send anything you have written before looking at it a second time, preferably some hours after writing it. Rewrite sections as necessary for clarity and conciseness.
10. Make use of a reader. Ask a friend or colleague to read what you have written and make a note of passages unclear or confusing. Then revise as necessary.

For further information about school-community relations, consult the *Public Relations Almanac for Educators, Vol. 1 & 2* (published by the Educational Communication Center), *School Communications: Ideas That Work* (Communicaid Incorporated, Woodstown, NJ 08098), and *Building Public Confidence for Your Schools* (NSPRA, 1801 N. Moore St., Arlington, VA 22209).

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